

Annual Review

Bradford City **NHS**
Teaching Primary Care Trust

SUMMER 2004

BUILDING
A LEARNING
CULTURE IN
PRIMARY
CARE

LEARNING & DEVELOPING BUILDING BLOCKS (2001-2004)

- 1 Recruitment & Retention
- 2 Undergraduate & Postgraduate Education
- 3 Primary Care Support
- 4 Addressing Inequalities
- 5 Mental Health
- 6 Organisational & Management Development
- 7 Research & Development
- 8 Looking Ahead

RECRUITMENT & RETENTION



GP Recruitment and Retention Scheme Salaried GPs are appointed and allocated usually to 2 practices to support the practices delivering improved primary care. GPs have clinical audit sessions, opportunity to pursue a special interest and attend peer review educational sessions.

- 27 doctors on the scheme since September 2000;
- 14 still on the scheme, supporting 15 practices; with 7 more to commence later in 2004.
- 13 have gone into practice, 9 of them within City tPCT

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International GP Recruitment - In collaboration with the Department of Health and the West Yorkshire Workforce Development Confederation, we worked across 3 PCTs in West Yorkshire bringing 5 GPs from Spain to work in West Yorkshire.

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The Nurse Support Team was established in 2001 to place experienced nurses in practices which were having difficulty in recruiting. There are now 23 nurses in 3 multi-skilled teams including language support and healthcare assistants. The team is supported through clinical leadership and protected learning time. The scheme has extended to include newly qualified staff nurses for every discipline, e.g. health visiting, which marks a change from having to have 1 year's post graduate experience in a hospital setting.

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andrea.allanach@bradford.nhs.uk

Over this year we have established the role of **Nurse Practitioner**. We now have 3 trained nurse practitioners, 4 set to qualify within 12 months, and by 2006 we will, if we ensure the right conditions for retention, have 12 Nurse Practitioners. They will support practices which have been unable to recruit GPs, support new innovations, e.g. children's services, A & E, elderly and the homeless practice. As with all our developments, there is protected learning time, peer support and extra teaching and learning opportunities.

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Into our fourth year as a teaching PCT, this annual review highlights our achievements, challenges and aspirations for future development. At the time of going to print we look back on a second successful City Celebrates event; the national 'Building a Learning Culture in Primary Care' conference, attended by over 200 people, with Sir Nigel Crisp Chief Executive NHS as a keynote speaker; and the increase in the Health Commission rating of the tPCT from one star to two.

These demonstrate our determination to continuously improve our services to patients and our investment in staff and their development. We thank our staff and partners and hope that you find the contents of the review of interest.

Contact details are provided if you require additional information.

Lynnette Throp

Lynnette Throp
Chief Executive

UNDERGRADUATE AND POSTGRADUATE EDUCATION

"Growing our own"

As a tPCT we have responsibility for medical placements in City tPCT but also across Airedale and Bradford PCTs. We now contribute a majority of primary care placements for Leeds students. In addition we support the Bradford University widening access to medicine initiative through teaching and placement provision.

- **3 Bradford practices in 2004 took Leeds students for a six week primary care attachment in third year. We hope six practices will do so in 2005. All 3rd year primary care teaching currently takes place in Bradford.**
- **4th year: Eighteen students will have new 9 week attachments with Bradford City tPCT practices in 2004/5; half the Leeds students will be placed within Bradford or Airedale practices. Student placements will be linked to the local mental health teams for the first time.**
- **5th year: All Leeds 5th year students in 2004/5 will have a four week primary care attachment: ten of the twelve teaching practices involved are in Bradford or Airedale.**
- **25% of medical school teaching is provided as self directed "Student Selected Components". Dr Sarah Escott has joined the tPCT undergraduate team to increase the SSCs provided, starting with topics such as medical Urdu, tuberculosis.**
- **We continue to research our work and disseminate the findings: with 2004 presentations at medical education conferences in Barcelona, Liverpool and Edinburgh.**

Contact: david.pearson@bradford.nhs.uk



Nursing Education

Clinical Placements

With student numbers on all health care professional programmes continuing to increase, the West Yorkshire Workforce Development Confederation and health care organisations are working hard to find alternative arrangements for providing and identifying clinical practice placements. Within City tPCT work is taking place to scope and identify all available placements, multiprofessionally. A database to find out the availability of mentors is also in place. A new multi-profession practice placement group has been established to share ideas and experience for supporting students in practice. The group consists of nursing, podiatry and speech & language services.

For the academic year 2003/2004 City tPCT supported the following numbers of Post Registration Nurses

From Huddersfield University:

3 P/T health visiting students
2 P/T district nursing students

From Leeds Met University:

4 F/T health visiting students
2 P/T health visiting students
4 P/T district nursing students
1 P/T School Nurse
1 P/T Community Children's Nurse

The number of people training for their advanced mentorship diploma in order to support post registration nurses has increased - four for district nurses; five for health visiting; one for school nursing and one of children's community nursing.

Mentors within the tPCT supported 70 pre-registration nurses from Bradford University within the nursing and primary care directorate between Dec 2003 - up to February 2004.

Staff Nurse Support Team

A new role has been developed to support the Nursing team. Newly qualified staff nurses work alongside Health Visitors, District Nurses with educational support and protected learning time.

Community Specialist Practitioners

Taking a pro-active approach to recruitment and retention, we are supporting 3 practitioners through the course. They hold a tPCT contract and a guarantee of a job on successful completion of the course.

Contact: karren.leech@bradford.nhs.uk

West Yorkshire Simulated Patients

There now exists a co-ordinated and WYWDC funded resource across West Yorkshire to provide simulated patients for the purposes of education and training for Health and Care staff and students. A multi-agency steering group oversees this work, which will include a developmental element to broaden the use of Simulated Patients and attract new users. They also aim to recruit more Simulated Patients to accurately reflect the ethnic, social and cultural diversity of the general population.

Contact: miriam@cragrats.com <http://www.cragrats.com>

Dental

The Bradford Personal Dental Service hosted by City tPCT provides services to patients living in the 3 Bradford PCTs. Current educational developments include:

- working with the Leeds Dental Institute to agree outreach training facilities, with 7 dental students learning at a community site to be constructed in the Manningham area of the City
- 2 training posts recognised by the Royal College of Surgeons of England for the Membership of the Faculty of Dental Surgery. This qualification is a requirement for those dentists wishing to pursue higher speciality training
- Outreach teaching for dental postgraduate students from the University of Leeds Dental Institute in Paediatric dentistry
- For the 2nd year running provided outreach teaching at Kensington Street clinic for student dental therapists from The University of Leeds
- Support for a dental nurse to obtain the NVQ assessor qualification which will in turn further the development of our training programme for trainee dental nurses
- In conjunction with the Paediatric Dental Department at the University of Leeds Dental Institute we are supporting the training of 4 Bradford General Dental Practitioners participating in an Options for Change field site

Contact: swarngit.shahid@bdct.nhs.uk

Podiatry

- Sponsored Diplomas in primary care diabetes for members of diabetes team.
- Provided CPD modules in Neurology, Vascular and Diabetes for all Podiatrists.
- Continued to sponsor the training of a Podiatrist in Podiatric Surgery.
- Continued to provide placements for podiatry students from the University of Huddersfield.

Contact: Chris.D'Arcy@bradford.nhs.uk

Inter Professional Learning (IPL)

Learning, we believe, should not just be about professionals working in silos. IPL is an important agenda. We are running joint learning sessions with nurses, nurse practitioners and doctors. We are co-coordinating a West Yorkshire IPL project with two PCTs, Leeds North East and Bradford South & West, to look at breaking down the barriers to interprofessional learning. Contact: helen.pandya@bradford.nhs.uk

Post Graduate Diploma for GPs & Practitioners with a Special Interest



The impact of working as a teaching PCT is now being felt further afield than the West Yorkshire area. Working in collaboration across secondary and primary care, with Higher Education Institutions and Royal Colleges, we have established the first NHS fully accredited postgraduate diploma for GPs and Practitioners with a Special Interest. Courses for coronary heart disease are currently running, with urology and gynaecology operational in 2005, and others under development.

Contact: jan.procter-king@bradford.nhs.uk

Diabetes

The National Standards Framework (NSF) for diabetes clearly states that continuing education particularly for health care professionals, working within a primary care setting, and for patients will be essential for successful achievement of the NSF standards. The following initiatives have been implemented across the tPCT;

- Practice based podiatry and dietetics training and education on topics of diet and foot care in diabetes
- Provide diabetes awareness raising events across the tPCT
- Introduction of a multidisciplinary diabetes education strategy for health care professions
- Development of multidisciplinary patient group education sessions for individuals newly diagnosed with Diabetes and Impaired Glucose Tolerance

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Protected Learning Time (PLT)

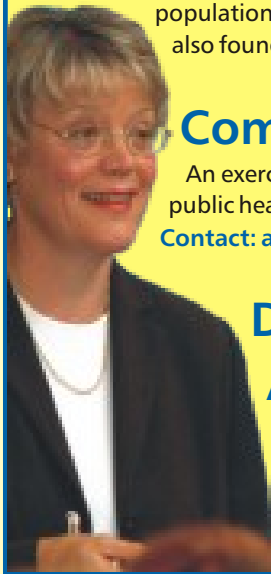
PLT commenced in November 2000 with nominees from each practice (GPs, nurses, practice managers, receptionists) attending monthly afternoon educational sessions. The impact of this initiative has been evaluated by the University of Bradford with recommendations for improvement. The report is available on our website.

Contact: denise.speight@bradford.nhs.uk

PRIMARY CARE SUPPORT

The Health Plus project is now well mainstreamed within primary care.

Advice workers in 30 practices, supported by a specialist adviser in welfare benefits. From March 2001 to February 2003, 2,500 patients were seen, 4,000 issues addressed, £2,389,000 in unclaimed benefits, 1 in 4 people referred for advice benefited financially. In April 2003 Health Plus was mainstreamed into our locality structure and during 2003/2004, the service saw 1280 new patients and raised £646,390 in unclaimed benefits on behalf of patients. Recognising that 'wealth is health', this is doing much to enhance the health of our population. A 12 month follow up study examining the effects of welfare advice on the health and quality of life of patients also found reported reductions in levels of anxiety and stress. **Contact: george.scully@bradford.nhs.uk**



Community Food & Nutrition

An exercise is underway to research the training that health professionals and others access to enable them to give basic public health advice about food and nutrition. The findings will be published early 2005.

Contact: a.hobbiss@bradford.ac.uk

Developing Practice Management Across West Yorkshire

Two conferences have been held. The first focused on the implications of the new GP contract, and the second on the role of practice management and personal & professional development. Further work is underway to establish the development needs of practice management in West Yorkshire.

Contact: Andy.Williams@eastleeds-pct.nhs.uk or lynn.stinson@bradford.nhs.uk

REDUCING INEQUALITIES

The previous liaison service has been restructured and a competency based career structure is now in place:-

- Interpreters/ Translators
- Language Support Worker
- Community Health Development Workers

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We also have 4 **Speech and Language Therapy Positive Action Trainees**, who are recruited from the local community, working alongside existing Speech and Language Therapists, whilst taking an access course to secure entry to professional training.

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The POSH (Promoting Opportunities in Social and Health Care) project

focuses on breaking down the barriers that prevent underrepresented communities and those who are socially excluded from accessing jobs in the NHS and social care sector. The POSH conference will take place on Monday 11th October 2004.

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Integrated Language Service (ILS)

The ILS project has mapped existing language support services and proposes a framework for an integrated, high quality, fit for purpose, accessible, district wide communication support service.

Its recently published report provides an overview of current resources available within the health and social care sector for language and communication support.

It highlights gaps in the service and presents options for providing a more integrated service across the district. The full report is available on our website.

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MENTAL HEALTH

To improve services in this area, there has been a number of initiatives including:-

Appointment of a lecturer practitioner - part time at the Care Trust in the Assertive Outreach Team, and part time lecturer in the Centre of Citizenship and Community Mental Health at the University of Bradford. Again, combining a service post with a teaching and learning responsibility.

Funding for education and development to support a range of initiatives from funding courses to backfill to enable personal development. This is available to all staff including GPs and their staff, to demonstrably increase knowledge and skills in the area of mental health.

To tackle the lack of services in primary care for those with mild to moderate mental health problems, the **City Therapeutic Resource Team** (CTRT) was established, comprising of counsellors and art therapists. There are also 3 trainees in the team from groups traditionally under-represented in the workforce including service users and those with ethnic minority backgrounds. They are gaining work experience, whilst studying for counselling qualifications.

Appointment of **2 Graduate Mental Health Workers** to the CTRT - gaining work experience combined with postgraduate studying to aid them into a career in mental health in the longer term.

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RESEARCH AND DEVELOPMENT

The tPCT has established a Research and Development Advisory Group to oversee its research strategy and the implementation of the action plan. Research Governance processes are now in place with Bradford South and West PCT leading on this for PCTs in Bradford, Leeds and Wakefield. Contact: akram.khan@bradford.nhs.uk

Work is about to commence on researching the experience of GPs in Bradford who are approaching retirement, and their patients, to capture their learning to inform new GPs and other practitioners. Contact: lynn.stinson@bradford.nhs.uk

Work is also underway on:-

- **The effect of placing a female salaried GP into a male single handed general practice**

- **Tracking the long term experiences of medical students learning in primary care**
- **The outcomes of learning through multi-professional / inter professional learning opportunities**
- **A research study focusing on obtaining informed consent from patients attending the Personal Dental Service**

The University of Bradford have published their evaluation of Bradford City Teaching Primary Care Trust. The report is available on our website.

Overall findings were that:-

**To change recruitment and retention, to develop as a learning and teaching resource and to implement a change in organisational culture takes time and*

much remains to be done. But there is a sense of energy and of vision in the trust that gives the evaluators the impression that it is an organisation that get things done!

They posed two questions for the longer term :-

Firstly, that even if pursuing a learning organisation makes progress in terms of cultural change in the tPCT, what is the evidence that this positively influences organisational performance?

Secondly, what is the connection between cultural change, patient experience and health outcomes?

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ORGANISATIONAL DEVELOPMENT

- Achievement of Investors In People
- Improving Working Lives - working towards the Practice Plus stage. The key features of Practice Plus are comprehensive standards for the implementation of modern working practices that balance the needs of patients and services with the needs of staff, covering human resource management, equality & diversity, healthy working , tackling violence, training, education & development, including childcare and support for carers.
- City Celebrates 2004 -
A celebration of good practice / learning event
- Transformational change and leadership development programme. To create conditions & leadership that will foster transformational change at all levels of the organisation, by enhancing personal effectiveness & developing new ways of thinking. It is anticipated that this will lead to an increased capacity to reduce health inequalities and work effectively to the benefit of our population.
- Increased update of individual Learning Accounts & Development Opportunities for Non-Professionally Qualified Staff.

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SUPPORT

SECURITY

STIMULATION

SUPPORT, SECURITY, STIMULATION MODEL

Our development as a teaching PCT has been underpinned by the 3s model. The full article discussing the concept is published in 'Education for Primary Care' August 2004 Issue.

LOOKING AHEAD TO 2004 / 05

- Supporting refugee doctors to work as primary care assistants
- NHSU Induction for refugee health professionals
Dental workforce initiatives, including Leeds Dental Institute outreach, skills escalator for dental staff; protected learning time
Contact: louise.mcgechaen@bradford.nhs.uk
- Inter professional Learning Conference
20th June 2005
Contact: helen.pandya@bradford.nhs.uk
- Primary care teaching for all 3rd year medical students
Contact: david.pearson@bradford.nhs.uk
- Scoping exercise across West Yorkshire -
Community Food and Nutrition for Public Health workers
Contact: a.hobbiss@bradford.nhs.uk
- Appointment of research co-ordinator to support the research agenda in the tPCT
Contact: lynn.stinson@bradford.nhs.uk
- Transformational Leadership change programme
Contact: sandra.knight@bradford.nhs.uk
- POSH Conference: 11th October 2004
Contact: sabiya.khan@bradford.nhs.uk
- Transformational Change Programme to address over-
incidence of patients from South East Asian
Communities suffering from diabetes and CHD.
Contact: ghazala.kazmi@bradford.nhs.uk

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